

FOCUS

UCF SCHOOL OF PUBLIC ADMINISTRATION | ORLANDO
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**School of Public
Administration**

UNIVERSITY OF CENTRAL FLORIDA

Focus is an annual publication that showcases the achievements and accomplishments of the faculty, staff, students and alumni from the UCF School of Public Administration.

COLLEGE OF COMMUNITY INNOVATION AND EDUCATION

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Letter from the Director

DEAR FRIENDS AND COLLEAGUES,

In our last issue of *Focus*, we took a glimpse at the future of the School of Public Administration. The future is certainly bright for the school, if this past year is any indication.



Naim Kapucu, Ph.D.
*Director, UCF School of
Public Administration*

In addition to our existing quality programs, three new academic programs were approved and will launch this fall, including two degrees in emergency management. One of our recent graduates was nominated for a Nobel Peace Prize for her efforts to end female genital mutilation in Africa. We hosted the NASPAA-Batten Student Simulation Competition for the first time, and two of our students won at the regional level. Our Master of Science in Urban and Regional Planning and our Master of Nonprofit Management earned accreditation, and the school earned six U.S. News and World Report rankings. This recognition from our peers has humbled our faculty and staff alike. All of these accomplishments and more are highlighted in this issue.

As we head into the next academic year, the school will begin a fruitful transition into a new college — the College of Community Innovation and Education — which will be moving to the UCF Downtown campus, opening in the heart of Orlando in fall 2019. This is an exciting opportunity for the school, and we hope this change will strengthen our ties to the community and the people of Central Florida. Keep checking our website, ccie.ucf.edu/spa, and our social media accounts, @spaucf, for more information on this transition.

We hope you enjoy this issue!

Sincerely,
Naim Kapucu, Ph.D.

COLLEGIATE COMPETITORS

*The UCF Knights came out victorious at the regional level of the **2018 NASPAA-Batten Student Simulation Competition**, which brings together students from around the world to solve a policy problem through a simulation.*



Master of Public Administration students Jonathan Turnquest and Priya Patel grabbed the gold along with their teammate, Catherine Annis of Florida State University. The winning trio beat 25 other students from universities in Florida, Texas and Mexico.

The win was even sweeter for Patel, who joined the competition after replacing a student who dropped out.

"This competition was an incredibly fun and unique experience to be a part of," Patel said. "It was an honor to be able to compete against so many other great minds representing different schools."

Patel and Turnquest competed on their home turf, UCF, which was one of 16 global host sites for the competition. Students at each site were organized into teams that

had to mitigate the effects of a global pandemic. The top teams presented their solutions to a panel of judges.

At UCF, the judges included School of Public Administration Director Naim Kapucu and SPA advisory board member Eric Alberts. Keon Hyung-Lee of Florida State University and Stephanie Anspaugh-Naples of the Florida Department of Health also served as judges.

The competition was also a victory for MPA students Caroline Quintanilla and Kristina Kus, who were on the second-place regional team. Other SPA students who competed include doctoral student Esteban Santis; MPA students Saraya Perry, Rabina Bissessar and Mitchel Harmon; and undergraduate students Dominic Mezzatesta, Damaris Nazario,

Judith Weber and Rungrote Athajarusith.

Many of the students said that they enjoyed the simulation and learned lessons that they can apply in their careers. Others, like Patel, are now surer that public administration is the right field for them.

"Winning definitely validates my future aspirations in the public sector, especially in global health," said Patel. "But coming out victorious, especially with a fellow Knight, definitely made it that much more enjoyable."



View more photos from
the competition at
bit.ly/NASPAAphotos





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1. The winning team, from left: Catherine Annis, Priya Patel and Jonathan Turnquest

2. From left: Tingzhong Huang from the University of Miami, Mitchel Harmon from the University of Central Florida and Amber Ratz from the University of South Florida.

3. Priya Patel and Catherine Annis share a laugh during the competition.

4. From left: Yingxian He from the University of Miami and Eliel Cotz from Florida State University

5. Competitors and judges from the 2018 UCF regional site



No. 34

U.S. News and World Report ranked the School of Public Administration No. 34 in the nation for public policy analysis.

Implementing a New Policy

The School of Public Administration will offer a graduate-level certificate in public policy analysis beginning in fall 2018. The 18-credit-hour certificate will prepare students for careers in policy analysis, and public service at all levels of government and in the private and nonprofit sectors.

Students can expect to take four core courses, including Public Policy Analysis and Management, Economic Principles for Public Policy Analysis and Management, and Public Administration in the Policy Process, along with two electives. The curriculum is designed for students interested in a range of policy domains, such as urban policy, disaster policy, fiscal policy, health policy, transportation policy and immigration policy.

The Graduate Certificate in Public Policy Analysis greatly complements the Master of

Public Administration, but it is also appropriate for students in urban planning, public budgeting, accounting, political science, sociology, health services administration, criminal justice and legal studies, among others.

"The Graduate Certificate in Public Policy Analysis is designed to help students prepare to work in the analysis and evaluation of public policies in all levels of government and on a global scale," said SPA Director Naim Kapucu. "Public policy choices need to be made as economically and socially effective and politically responsive due to limited public resources. Students can focus on a broad range of critical public policy issues, including health, education, economic and community development, urban affairs, global affairs, nonprofit advocacy and public finance."

FOR MORE INFORMATION ON THIS PROGRAM

Visit ccie.ucf.edu/spa or contact the program director, **Jeremy Hall**, at jeremy.hall@ucf.edu.

EYES ON THE PRIZE

When UCF alumna Jaha Dukureh started Safe Hands for Girls in 2013 to help end female genital mutilation (FGM), she admittedly knew nothing about running a nonprofit. “The only thing I had was passion, but with this work, I knew that it would take more than passion to drive the organization to where I wanted it to be,” Dukureh said by phone from Senegal.

The 28-year-old graduated from the School of Public Administration’s nonprofit management program this past spring. Education means everything to Dukureh because it changed the course of her life — a life that began on the west coast of Africa in Gambia where, at a week old, she was subjected to one of the worst forms of FGM.

Dukureh’s life also included an arranged marriage at 15 years old to a much older man in New York, whom she managed to escape.

Her life inspired the work she does every day, leading to her recognition as one of Time magazine’s “100 Most Influential People” and an appointment as the UN Women’s first regional goodwill ambassador for Africa. This year she was nominated for a Nobel Peace Prize by Norwegian politician Jette Christensen.

“I think I am who I am because of my chance to get an education,” Dukureh said. “If I didn’t have an education, I had no possibility whatsoever to make it out of the situations that I’ve made it out of.”

1 OF 200 MILLION

Like many girls in Africa, Dukureh was subjected to female genital mutilation as a baby.

More than 3 million girls are estimated to be at risk for

FGM annually, and more than 200 million girls and women alive today have been mutilated in 30 countries in Africa, the Middle East and Asia, where the practice is concentrated, according to the World Health Organization.

Dukureh was unaware the procedure was done to her until she was 15. That’s when she entered an arranged marriage in New York with a middle-aged man she’d never met.

“I was angry mostly because it was something I had no control over,” Dukureh said. “I was one week old when I went through FGM. My mom had passed away, and she wasn’t here to explain to me why she did it. In a way, I felt betrayed.”

Dukureh researched to try to find answers to understand her own body. She realized the procedure was permanent. When she was pregnant with her daughter, she decided it was time for the world to make a change.

She wanted real impact.

JAHA’S PROMISE TO END FGM

In her documentary, *Jaha’s Promise*, she details how she started a petition on Change.org, which asked the Obama administration to conduct a study on the

"I think I am who I am because of my chance to get an education. If I didn't have an education, I had no possibility whatsoever to make it out of the situations that I've made it out of."

Jaha Dukureh, the founder of Safe Hands for Girls and a 2018 Nobel Peace Prize nominee

Photo: The Guardian

prevalence of women and girls in the U.S. who were impacted by or at risk of FGM. The petition drew interest from Equality Now and The Guardian newspaper and soon after began receiving thousands of signatures a day.

"I wanted the U.S. government to look into the issue, and I hoped something would come out of it, but to say that I knew my petition would turn into what it did, I had absolutely no idea," Dukureh said. "When the petition started getting a lot of attention, and the media became super interested in what I was doing, at that point I knew that we could actually make a huge difference."

Dukureh hasn't looked back since. She travels frequently to destinations all over the world to promote her cause. Her activism helped influence Gambia's decision to ban FGM in 2015, a day she cites as her biggest achievement. But she knows they still have a long way to go to reach the U.N.'s goal of ensuring global abandonment of FGM by 2030.

"Our world leaders are still acting like this is an African problem. It's not that. It's a human-rights violation. It's a women's issue. I think that continues to be our setback," she said. "This is not on the agenda of human-rights issues. It's not on the agenda of the feminist movement. It's not on the agenda of a lot of movements that we'd like to see."



Dukureh with SPA Director Naim Kapucu and nonprofit management program director Mary Ann Feldheim at the School of Public Administration's pregraduation celebration. Photo: Marisa Ramiccio



Dukureh has been appointed the UN Women's first regional goodwill ambassador for Africa. Photo: Vogue



Because of her advocacy, female genital mutilation has been banned in Gambia. Photo: Social Good Moms

Urban Knights



When the Urban Knights attended the American Planning Association's national conference in New Orleans, they left a permanent footprint (or was it a bike print?). The student organization won trivia night, receiving a UCF-emblazoned bike rack in the New Orleans Garden District.



Fresh FISKE



Before students graduate with a Master of Science in Urban and Regional Planning, they cap off their experience with two semesters in the M.S.URP Planning Studio. Here, they put all of their newfound knowledge and skills into practice by working on a community project.

While all of the projects have been impactful, none have garnered as many awards as the 2017-18 Planning Studio project, the Fiske Neighborhood Revitalization Plan. In partnership with the city of Cocoa, Florida, as well as Fiske neighborhood stakeholders, students developed a plan that would promote a healthy, sustainable and vibrant community.

To better understand the needs of the neighborhood, students met with stakeholders and residents over the course of the project. They determined that the neighborhood needed improved recreational facilities and bus stops, better pedestrian and bicycling facilitation, and enhanced residential façades, among other improvements.

From their findings, the students recommended both short- and long-term solutions to improve the neighborhood, including painting bicycle lanes, adding crosswalks to increase pedestrian safety, and establishing a façade improvement plan.

All of their hard work paid off. This past fall, the M.S.URP Planning Studio won the Significant Impact Award at the 2017 UCF Experiential Service-Learning Student Showcase. David McMahan, Krishanna Newton and Robin Hinson, who have since graduated, presented the project on the studio's behalf and received a \$400 scholarship from UCF for their efforts.

The studio also won first place in the student poster presentation competition at the 12th annual Public Administration Research Conference, defeating other students from across the university.



ABOVE: David McMahan and Krishanna Newton present the neighborhood study of Fiske Boulevard at the 2017 UCF Experiential Service-Learning Student Showcase.

RIGHT: David McMahan presents the Fiske project at the Florida Planning and Zoning Association Conference in June 2018.

BELOW: SPA Director Naim Kapucu, students Sara Iman, David McMahan and Krishanna Newton, and advisory board member Donna Walsh at the Public Administration Research Conference.



DISTINGUISHED LECTURE SERIES

Each year, two of the nation's leading planning experts are invited to Orlando to present at the Urban and Regional Planning Distinguished Lecture Series. The lectures focus on different aspects of planning and are free to the community. This past year, **Ray Gastil**, the director of planning for the city of Pittsburgh, and **Sarah Williams**, an associate professor of technology and urban planning at MIT, participated as lecturers.



Sarah Williams presents "Build It, Hack It, Share It! Making Data Work for Policy Change" at UCF's Executive Development Center in spring 2018.



Instructor Roberta Fennessy poses with Ray Gastil, who presented "Learning from Where You Live: Innovation and Authenticity in Changing Places" in fall 2017.

AWARD-WINNING ADMINISTRATOR



LEFT: Tijani and MRA program director Angela White-Jones.

RIGHT: Tijani gives a thank-you speech after receiving the 2018 Alumni Achievement Award for the MRA program.



When Sikirat Tijani decided to pursue a master's degree in research administration, she had many universities to choose from. In the end, she became a Knight, earning her Master of Research Administration in 2016 from the School of Public Administration. This year, she received the school's **Alumni Achievement Award** for the MRA program for her dedication to the field and her continued engagement with the program. We recently caught up with Tijani to find out about her research, what she loves about the field, and what advice she gives to her fellow Knights.

What do you do?

I am the associate director of grants and contracts for the Office of Sponsored Programs at Ann & Robert H. Lurie Children's Hospital of Chicago. I provide leadership, direction, training and mentorship to both pre- and post-award administration teams. I am an authorized institutional official overseeing the authorization and transmittal of Lurie Children's grant proposals to federal and nonfederal funding agencies.

What do you love most about the field of research administration?

The camaraderie and collegiality amongst research administrators

Why did you choose to pursue your MRA at UCF?

I wanted to advance my career in research administration; specifically, with the goal of becoming a director of a central sponsored programs office. I knew that would not be possible without obtaining a master's degree. I applied to and was accepted by two research administration graduate degree programs, Rush University and UCF.

I chose UCF for two reasons: the enthusiasm and passion for the program expressed by the former MRA program chair, Jo Smith, during my conversation with her; and alumna April Heyward's depiction of her personal experience in the program as a member of the inaugural 2012 cohort.

How has having an MRA helped your career?

I now have the qualifications to pursue and apply for director- and executive-level positions. Upon receiving my degree, my manager immediately gave me a salary increase. This allows me to negotiate higher salary expectations for future job positions that I pursue.

You received the 2018 Alumni Achievement Award for the MRA program. What does this award mean to you?

I still cannot believe that I received the award! It came as a total shock to me. I was honored just to be nominated. The award is a testament to the time, energy, determination and hard work I put

in to carrying out a strategic plan for my career that I started in 2013. It also means the world to me to receive this award, which has been a source of pride for my family, who have been my biggest cheerleaders.

You have been working on a research project, "Women Leaders in Research Administration: Breaking the Glass Ceiling." What impact do you hope it will have on the field?

My research collaborator, Tammy Good, the associate director of finance for the Indiana Clinical and Translational Sciences Institute at Indiana University, and I intend for our research project to examine and analyze the current state of women leaders in the field of research administration so it can serve as a source of aspiration for other women who aim to advance their career in the field.

What's the most important piece of advice you would share with your fellow Knights?

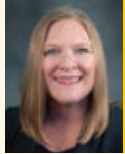
Do the work, maintain focus and complete the process. It is well worth it!



Center for Public and Nonprofit Management

UNIVERSITY OF CENTRAL FLORIDA

SCHOOL OF PUBLIC ADMINISTRATION | COLLEGE OF COMMUNITY INNOVATION AND EDUCATION



LETTER FROM THE DIRECTOR

Deborah A. Carroll, Ph.D.
CPNM Director
Deborah.Carroll@ucf.edu

It is with great pleasure that I write this letter of introduction for the annual report of the Center for Public and Nonprofit Management.

If I had to use one word to describe the last year of accomplishments at CPNM, it would be partnership. In the past year, faculty affiliated with CPNM engaged in a variety of important projects with local agencies to help improve the lives of citizens in our community. These partnerships included the city of Orlando, Florida Department of Economic Opportunity, Heart of Florida United Way, Orange County Board of Commissioners, Orange County Public Schools, the Osceola County Sheriff's Office and the Winter Park Health Foundation, among others. These types of public service projects move beyond academic research to provide practical, applied solutions to both isolated and systemic problems in Central Florida and beyond. For example, Thomas Bryer and Qian Hu provided data analysis to determine service availability and service needs among Puerto Rican evacuees who relocated to Orange, Osceola and Seminole counties after Hurricane Maria. Jungwon Yeo examined local community capacity for protecting undocumented migrants during Hurricane Irma. Christopher Hawkins conducted an audit of road safety conditions that impact schoolchildren in Orange County. And I led CPNM's seminar to build capacity and the grant-writing skills of executive directors and board members of nonprofits providing social services in Orange County.

All of this activity has measurable impact on our community and moves UCF further toward its goal of becoming America's leading partnership university. And as we continue our preparations to move to the new UCF Downtown campus in fall 2019, I believe there will be many

more opportunities to engage in work with our community partners.

Established in 2008, the Center for Public and Nonprofit Management serves as the research arm of the School of Public Administration. Faculty members affiliated with CPNM conduct applied research that is problem-oriented, theory-driven and interdisciplinary. Specifically, our researchers engage in studies relevant to SPA's programmatic areas of public administration, policy analysis, nonprofit management, urban and regional planning, research administration and emergency management. We continually welcome creative and scholarly collaborations with community partners, including, but not limited to, contracts for consultation needs, grants for larger research and capacity building projects, and major research initiatives. Please contact me to discuss your ideas for collaboration.

As we begin the 2018-19 academic year, CPNM will be situated in UCF's new College of Community Innovation and Education. This new college will serve as the anchor for UCF's downtown campus beginning in 2019, as CCIE is grounded in transformative education with a focus of engaging with the social and economic structure of our city with its community-facing programs. While any major organizational change can be difficult and filled with uncertainty, my outlook for the future is very positive. I have spent this past year meeting numerous individuals and I have learned a great deal about the other departments and centers on campus that will join CPNM in the new CCIE. I am delighted to report that there is a great deal of energy and enthusiasm for engaging in collaborative, applied and interdisciplinary work. I look forward to cultivating and expanding our partnerships going forward under my leadership, the dedicated efforts of our faculty and students, the impeccable work of our staff, and the unwavering commitment of our friends in the Central Florida community and beyond.

Faculty Research City's Response to Pulse Shooting

The Orlando community changed forever after the Pulse nightclub shooting on June 12, 2016. At the time, it was the worst mass shooting in U.S. history with 49 people losing their lives.

In the days, weeks and months following the shooting, Orlando city officials dealt with the aftermath of the tragedy — from setting up a victims' fund and a family assistance center to handling the media and requests for public records.

To find out what lessons were learned, Professor Thomas Bryer and Associate Professor Staci Zavattaro, along with doctoral students Esteban Santis and Sofia Prysmakova-Rivera, worked with the city to research its response from a public service perspective. Over several months, they interviewed more than 35 government officials from Orlando and Orange County and compiled more than 600 pages of notes.

Those notes were turned into the document "I'mPulse: The Story of and Lessons from the City of Orlando's Response to the Pulse Nightclub Shooting."

"The city of Orlando, under the leadership of Mayor Buddy Dyer, wanted to ensure the lessons learned during its response to the Pulse Nightclub shooting were available to other jurisdictions around the United States and elsewhere," Bryer said. "Unfortunately, since the shooting, the need for such a report was demonstrated multiple times, in Santa Fe, Texas; Parkland, Florida; and Las Vegas...it seems each time we made a revision to the report, another mass shooting or multiple fatality incident occurred."

The research team presented their work at the national conference of the American Society for Public Administration earlier this year. The goal was to get the research findings into the hands of city leaders across the nation who could learn from Orlando's response.

"Orlando always will be connected to the Pulse tragedy," Zavattaro said. "Our research sheds light on how well public servants responded to an unprecedented crisis and restored unity to a grief-stricken city. Our findings will move beyond Central Florida and hopefully help others sadly facing this tragic situation."



The research document "I'mPulse" sheds light on the city of Orlando's response to the Pulse tragedy.
To learn more, please visit ccie.ucf.edu/cpnm.

Grants and Contracts

The following list of grants and contracts represents amounts awarded to SPA faculty only. Those with an asterisk (*) are part of larger collaborations with faculty outside of SPA and therefore reflect only a portion of the full amount awarded.

NEW AWARDS

The following grants and contracts were awarded during the 2017-18 fiscal year:

2018 Orange County Capacity Building for Nonprofits

Orange County Board of County Commissioners
Principal Investigator (PI): Deborah A. Carroll, Ph.D. \$50,000
June 12, 2018 – Sept. 30, 2018

Analysis of Data, Service Needs and Service Availability Related to Puerto Rican Evacuees in Orange, Osceola and Seminole Counties, Florida

Heart of Florida United Way
PI: Thomas Bryer, Ph.D. \$18,549
Co-PI: Qian Hu, Ph.D. \$16,450
May 8, 2018 – Sept. 15, 2018

Analysis and Executive Reporting of Children's Needs Assessments in Orange County, Florida

Winter Park Health Foundation
PI: Thomas Bryer, Ph.D.
\$5,000
March 21, 2018 – June 15, 2018

RAPID: Role of Extending, Expanding and Emergent Groups in Relief Distribution Efforts in the Aftermath of Hurricanes Harvey, Irma and Maria

National Science Foundation
PI: Naim Kapucu, Ph.D. \$14,999
March 15, 2018 – Feb. 28, 2019

Services Agreement for Mapping of Social Vulnerability Index for Hurricane Harvey

OXFAM America
PI: Christopher Emrich, Ph.D. \$13,900
Dec. 18, 2017 – Feb. 19, 2018

Impact and Unmet Needs Assessment – Irma and Maria

Florida Department of Economic Opportunity
PI: Christopher Emrich, Ph.D. \$32,618
Dec. 1, 2017 – Feb. 28, 2018

Florida Community Capacity for Protecting Undocumented Migrants During Hurricane Irma 2017

National Hazards Center
PI: Jungwon Yeo, Ph.D. \$1,450
Nov. 22, 2017 – Feb. 28, 2018

Osceola County Sheriff's Office Study of Personnel Needs*

Osceola County Sheriff's Office
PI: Deborah A. Carroll, Ph.D. \$22,367
Aug. 21, 2017 – July 30, 2018

City of Melbourne Historic Preservation

S&ME Inc.
PI: Christopher Hawkins, Ph.D. \$5,535
Aug. 21, 2017 – July 30, 2018

CONTINUING AWARDS

The following grants and contracts were awarded in a prior fiscal year but involved work continuing into the 2017-18 fiscal year:

2017 Orange County Capacity Building for Nonprofits

Orange County Board of County Commissioners
PI: Deborah A. Carroll, Ph.D. \$50,000
June 12, 2017 – Sept. 30, 2017

Study of Application for Orange County Comprehensive Plan Amendment*

Clarcona Improvement Association Inc.
PI: Deborah A. Carroll, Ph.D. \$1,000
June 12, 2017 – Sept. 30, 2017

Orlando Pulse Nightclub Shooting: Chronicling the City Response

City of Orlando
Co-PI: Thomas Bryer, Ph.D. \$27,260
Co-PI: Staci Zavattaro, Ph.D. \$27,260
March 9, 2017 – Feb. 28, 2018

Orange County Public Schools Road Safety Audit

Orange County Public Schools
PI: Christopher Hawkins, Ph.D. \$8,033
Dec. 1, 2016 – July 15, 2017

Collaborative Research: Measuring Social Vulnerability – Reducing Uncertainty and Validating Indicators

National Science Foundation
PI: Christopher Emrich, Ph.D. \$40,109
Aug. 7, 2016 – July 31, 2018

Enhancement of the Natural Hazard Response System in Rural Communities by Benchmarking the U.S.A. Hazard Response Systems*

Rural Development Administration, Republic of Korea
Co-PI: Naim Kapucu, Ph.D. \$47,250
Co-PI: Jungwon Yeo, Ph.D. \$27,000
April 1, 2016 – Dec. 31, 2018

Collaborative Research: Integrated City Sustainability: Administrative Apparatus for Overcoming Collective Dilemmas of Agency Fragmentation*

National Science Foundation
PI: Christopher Hawkins, Ph.D. \$70,584
May 1, 2015 – April 30, 2018

Collaborative Research: Pervasive Spectrum Sharing for Public Safety Communications*

National Science Foundation
PI: Naim Kapucu, Ph.D. \$85,000
Sept. 15, 2014 – Aug. 31, 2017

Leveraging Socio-spatial Science for a Smarter Disaster Recovery



The U.S. Department of Housing and Urban Development granted Puerto Rico \$18.5 billion in Community Block Grant disaster relief funding earlier this year, thanks in part to the efforts of Associate Professor Christopher Emrich. The funding is the largest awarded in HUD's history, and it will be used to rebuild the island's housing, economy and infrastructure after the devastation caused by Hurricane Maria. Emrich worked with Puerto Rico's

Department of Housing (Vivienda), partner agencies and countless community stakeholders to produce the initial impact and unmet needs assessment for the U.S. territory. The impact assessment utilizes the best available data from the Federal Emergency Management Agency, Small Business Administration, National Flood Insurance Program and numerous other local, island-wide and national agencies overseeing response and recovery efforts. Emrich leveraged his expertise in disaster impact and recovery analytics to identify more than \$78 billion in impact to housing, economy and infrastructure from hurricanes Irma and Maria during the

summer of 2017. Further, he pinpointed \$34 billion in funds available to or already utilized in recovery, leaving \$44 billion in unmet needs across the island. These impact findings, the methods utilized in the assessment, and the implementation plan developed can be found at cdbg-dr.pr.gov/plan-de-accion/.

Emrich has utilized his knowledge, skills and abilities related to hazard impacts, disaster recovery and social vulnerability in other states facing the same challenges as Puerto Rico. Specifically, he has enabled equitable recoveries in Florida, Louisiana, South Carolina, and West Virginia. In each case, Emrich partnered with the state entities overseeing recovery to develop maps, charts, graphs and analytic outputs for action and implementation of plan development.

Emrich is the Boardman Endowed Associate Professor of Environmental Science and Public Administration within SPA, which he joined in 2016. He is also a member of UCF's Sustainable Coastal Systems Faculty Cluster Initiative and a founding member of the National Center for Integrated Coastal Research at UCF. His research focus includes applying

Continued, page 14

12th Annual UCF Public Administration Research Conference

With a continued focus on important issues in public administration, the 12th annual UCF Public Administration Research Conference was organized around the theme, “A Return to ‘Governance in Dark Times’? Creating Spaces for Citizen Dialogue, Encouraging Engagement in Public Life, and Ensuring Government Transparency and Accountability.” The conference theme was fitting, especially in the face of recent tragic natural and manmade events, divisions on political and social issues, and low trust in government among U.S. citizens. Research presentations from students, faculty and practitioners prompted lively discussions with a particular focus on how public and nonprofit servants might encourage citizen dialogue and engagement in public life, as well as how to ensure government transparency and accountability.

On April 13, 2018, participants gathered to hear a keynote address and nine panels of presentations, and to discuss the challenges of public service in a range of public management and policy domains. The keynote speaker was Camilla Stivers, a distinguished professor emerita of public administration at Cleveland State University. Her address, “You Don’t Know What You’ve Got Till It’s Gone: Rescuing the Light of Public Space,” was followed by a Q&A. Panel



Doctoral student Esteban Santis presents his research on using geographic information systems to counter-map areas of exclusion.

themes ranged from “Community Engagement in Planning and Economic Development” to “Addressing Racial Crime and Discrimination.”

Conference participants were local, national and international, including students and visitors from China, Korea, the Netherlands and Nigeria. The conference also featured graduate student research poster presentations and a best poster award sponsored by the ASPA Central Florida Chapter. Through generous conference sponsorships, CPNM was able to award 27 registration scholarships to UCF student presenters and attendees.



Keynote speaker Camilla Stivers presents during the luncheon.



SPA Director Naim Kapucu welcomes Nigerian attendee Victor Falack.



Save the Date:
March 1, 2019
UCF FAIRWINDS ALUMNI CENTER

PARC 2019

“Evidence-Based Policymaking: Using Big Data to Evaluate Public Sector Innovation and Improve Organizational Performance”

VISION STATEMENT

CPNM improves policy and governance in partnership with communities from Central Florida and throughout the world to positively and collectively impact society through research and community engagement.

MISSION STATEMENT

CPNM facilitates and supports sponsored research on policy and management and leads public service projects that inclusively enhance lives and strengthen communities.

Research Seminar Series

As part of CPNM's role as a facilitator for research and sponsored activities within SPA, a seminar series consisting of brown bag research presentations was created and organized by CPNM staff. Held on a nearly weekly basis during the spring semester, the seminar series provided an opportunity for SPA faculty members to share early-stage research projects with their peers in a friendly environment. Faculty members and Ph.D. students were invited, and attendees were encouraged to openly discuss, critique and suggest possible avenues for improving the research in progress. The presentations will continue to be offered during the fall and spring semesters.

"Data Rich but Disaster Poor – Capturing 2017's Hurricane Impacts and Unmet Needs."

Christopher Emrich, Ph.D., Associate Professor

"Forced Collaboration or Something Else? Local Nonprofits' Perspective on 'Collaboration' after Multiple Disasters."

Claire Knox, Ph.D., Associate Professor

"Natural Gas Combined-Cycle Innovations in the U.S.: The Impact of the Advanced Turbine System Program."

Kelly Stevens, Ph.D., Assistant Professor

"Branding: What You Don't Know."

Staci Zavattaro, Ph.D., Associate Professor

"Utilization of Longitudinal Big Data for Disaster Recovery Communication."

Jungwon Yeo, Ph.D., Assistant Professor, and Claire Knox, Ph.D., Associate Professor

"Planning Processes for Disaster Memorials: Implications for Land Use and Community Engagement."

Roberta Fennessy, Instructor, and Christopher Hawkins, Ph.D., Associate Professor

"How Does Local Policy Impact the Socio-economic Well-being of Vulnerable Populations?"

Xi Huang, Ph.D., Assistant Professor

Eminent Scholars Lecture Series

In support of UCF's visionary goal to "achieve international prominence in key programs of graduate study and research," CPNM instituted the new Eminent Scholars Lecture Series with the inaugural lecture held in the fall. The lecture series brings prominent scholars to the UCF campus to deliver lectures to expand dialogue among faculty, students and members of the community.

The inaugural lecture was held in November and was delivered by Jasper Eshuis from the Department of Public Administration and Sociology at Erasmus University Rotterdam in the Netherlands. During his lecture, titled "Governing Through Branding," Eshuis talked about how public sector branding uses visual images and signs to evoke emotions and appeal to individuals' unconsciousness, which is a departure from more rational and deliberative approaches to governance and public management.



Jasper Eshuis



Camilla Stivers

The second lecture, held in April, "In Praise of Facework: Circular Processes in Bureaucratic Pyramids,"

was given by Camilla Stivers, a distinguished professor emerita at the Maxine Goodman Levin College of Urban Affairs at Cleveland State University. Stivers spoke about her latest book project that explains how the linear rationality reflected in the pyramidal image of the bureaucracy should be tempered by consciously bringing to bear circular processes reflected in conversation, dialogue, judgment, collaboration, etc. In what Stivers has coined "Facework," she emphasizes the need for public servants to break free from their comfort zones to speak to people both within and outside of their organizations.

The Eminent Scholars Lecture Series will continue with a lecture in the fall and spring semesters. Please visit CPNM's webpage for upcoming dates.

continued, *Leveraging Socio-spatial Science for a Smarter Disaster Recovery*

geospatial technologies to emergency management planning and practice, long-term disaster recovery, and the intersection of social vulnerability and community resilience in the face of catastrophe. Emrich is actively working toward transitioning knowledge from academia and research into real-world applications. He has been a key player in the development of theory, data, metrics, methods, applications and spatial analytical models for understanding the newly emergent field of hazard vulnerability science and the often-different patterns of disaster recovery across communities. **To learn more, please visit bit.ly/ChrisEmrich.**

CONTACT US

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TOP OF THE CHARTS



U.S. News and World Report ranked UCF the No. 25 most innovative university in the nation.

NO. 44

On the list of the **Best Graduate Public Affairs Programs**, SPA's Master of Public Administration was ranked at No. 44, nearly 20 spots higher than the previous ranking in 2015.

NO. 12

The Master of Nonprofit Management was also included on the list of **Best Nonprofit Management Programs**, this time at No. 12, five places higher than its previous ranking.

NO. 29

For the first time, SPA's Graduate Certificate in Public Budgeting and Finance made the list, landing at No. 29 on the list of **Best Public Finance and Budgeting Programs**. This ranking comes quickly after the certificate's launch in summer 2017.

U.S. News and World Report has released the 2019 rankings for public affairs programs, and the School of Public Administration earned six rankings — the most it has received since its initial ranking in 2005.

Six of UCF's 22 U.S. News and World Report rankings from this year are from the School of Public Administration.



New Specialty Rankings

At the recommendation of the **Network of Schools of Public Policy, Affairs, and Administration**, *U.S. News and World Report* added five new specialty rankings for **public affairs programs**.

Out of those five, SPA was ranked on three:

No. 6

Homeland/
National Security
and Emergency
Management

No. 23

Public Management
and Leadership

No. 34

Public Policy Analysis

The emergency management ranking is the highest current ranking of any program at UCF.

With two emergency management degrees launching at SPA this fall, the rankings bode well for the programs' futures.

"It's the first time we've had this specialization ranked, and we're super excited to have it at the same time that these new programs are announced," said Claire Connolly Knox, director of the emergency management programs.

WEATHERING THE STORM

RIGHT:
Ron Hawks' team
at Lockheed Martin
unloads supplies
flown to Puerto Rico
from the company's
corporate jet.

Lockheed Martin's corporate jet is filled with supplies for the citizens of Aguadilla, Puerto Rico, after Hurricane Maria devastated the island.



"[There were] reports of massive damage, homes destroyed, and that many had no real means of calling for help."

Instead of waiting for relief to come to his colleagues, Hawks decided that he and his team would provide much-needed supplies to the island. Through multiple trips, they were able to bring in 80,000 pounds of supplies to the citizens of Aguadilla.

Hawks is just one of many emergency management professionals, including SPA students and alumni, who served their communities during the 2017 hurricane season, which included hurricanes Harvey, Irma and Maria.

Alumna Michele Jones, for example, oversaw the response and recovery operations for Brevard County, Florida, during Hurricane Irma and kept county leadership informed of evacuations, school and government closures, sheltering operations and residents' return to the county.

In east Orange County, alumna Michelle Cechowski, the emergency preparedness manager for the East Central Florida Regional Planning Council, was providing more manpower to local emergency operations centers. At the same time, Maureen McCann, a meteorologist for Spectrum News 13 and UCF student, worked both on and off camera, making forecasts, updating social media and communicating with the newsroom.

"During Maria, we were covering the storm heavily the morning it made landfall," McCann said. "We watched the data disappear from our radar, StormTracker 13, the

After Hurricane Maria's Category 5 winds died down and the pounding rains ceased, Puerto Rico was left devastated and in darkness. Millions of people were left without power, potable water and a viable means of communication, including the employees at Lockheed Martin's Aguadilla location.

"The first conversation I had through [a satellite phone] with our team on the ground was heart-wrenching," said Ron Hawks, the crisis management leader for Lockheed Martin and a School of Public Administration alumnus.

Student and Spectrum News 13 meteorologist Maureen McCann gives a weather briefing at UCF's Emergency Operations Center as part of a tornado exercise.





moment the radar tower in Puerto Rico was knocked out of service."

For evacuees from Puerto Rico, Orlando International Airport (MCO) was one of three debarkation sites. Alumna Keila Walker, the emergency manager for the Greater Orlando Aviation Authority, was tasked with managing the Multi-Agency Resource Center for MCO.

"The Orlando MARC was staffed by over 25 local, state and nonprofit agencies providing medical, human, social and economic assistance, and lodging and transportation support to evacuees," Walker said. "During the three months of operations at MCO, the Orlando MARC became the primary center in Florida, providing support to 30,000 individuals."

Shortly after the storms subsided, Hawks and his team began providing supplies to citizens in Puerto Rico.

"This is a small example of the network of alumni working on a myriad of disasters around the world," Emergency Management and Homeland Security Program Director Claire Connolly Knox said. "With alumni in every sector and level of government, we have an established network for partnerships and collaborations for new students in these programs."

FORECAST UCF SCHOOL OF PUBLIC ADMINISTRATION

BULLETIN

Academic Advisory Number 2

UCF School of Public Administration Orlando FL
800 AM EST Mon May 25 2018

NEW DEGREE PROGRAMS

The success of our students and alumni has led us to create two new emergency management programs, launching in fall 2018.

> B.A./B.S. in Emergency Management

- Students can pursue a Bachelor of Arts or a Bachelor of Science
- Incorporates FEMA's Professional Development Series
- Classes taught in Emergency Operations Center
- Students with this degree can apply for the Certified Emergency Manager credential sooner than those without the degree.

> Master of Emergency and Crisis Management

- 36 credit hours
- No GRE required
- Can be completed online, within two years
- Incorporates FEMA's Professional Development Series
- Students who complete the Graduate Certificate in Emergency Management may apply those credits toward the degree.

CONTACT

For more information on these new degrees and all of our emergency management programs, please visit ccie.ucf.edu/spa or contact the program director, Claire Knox, at claire.knox@ucf.edu.

SETTING *the* STANDARD

Just two decades ago, the School of Public Administration reached a major milestone. The Network of Schools of Public Policy, Affairs, and Administration accredited SPA's Master of Public Administration. Now, 20 years later, the school is celebrating not one, but two more accreditation milestones.

Nonprofit Management

The Master of Nonprofit Management has been a trailblazer when it comes to firsts. It was the first UCF graduate degree to be offered online, and it was the first program to be authorized for an out-of-state cohort. Now, the program can claim another first — it's the only stand-alone nonprofit management degree in the world to be accredited by NASPAA.

NASPAA found the degree to be within substantial conformity of its standards and granted the accreditation for a seven-year term beginning Sept. 1.

"The accreditation of our Master of Nonprofit Management is a significant milestone for our program and for the professionalization of the field of nonprofit management," said Associate Professor Mary Ann Feldheim, the director of the MNM. "NASPAA accreditation demonstrates our program's commitment to the field of nonprofit management by demonstrating our advancement to the knowledge, research and practice of public service."

NASPAA accreditation is considered the global standard for public service programs at the graduate level. The organization has accredited more than 200 degrees around the world.



ABOVE: The Master of Nonprofit Management is the first in the world to be accredited by NASPAA.

LEFT: The Master of Science in Urban and Regional Planning earned the longest term of accreditation possible.

Urban Planning

The Planning Accreditation Board has granted initial accreditation to the Master of Science in Urban and Regional Planning for seven years, citing the program's exemplary record as the reason for receiving the longest accreditation term given under the organization's rules.

"Obtaining accreditation is a very long process, and I could not be more happy about the result," said Associate Professor Christopher Hawkins, the director of the M.S.URP. "We worked extremely hard to achieve this milestone."

Hawkins attributes the program's success to the accomplishments of his students, faculty and community partners. Going forward, he expects the accreditation will have a positive impact on the student population, which in turn, will have a positive impact on Central Florida and beyond.

"Accreditation is recognition by our peer institutions that we are providing what is necessary for our students to be successful," Hawkins said. "It reinforces what we have known all along — the M.S.URP program provides a great education and a launchpad for an exciting career in urban planning."

COMMUNITY INNOVATION AND EDUCATION



Orlando's hometown university will soon have a place in the heart of the city.

UCF is opening a high-tech, innovative campus in downtown Orlando next fall, and the School of Public Administration will be among the first units to relocate there.

The campus, known as UCF Downtown, is a partnership between UCF and Valencia College and will bring together 7,700 students from both institutions. Students and faculty will spend most of their time in the 148,000-square-foot Dr. Phillips Academic Commons, which will house classrooms, faculty offices and collaborative learning spaces. Student housing will be located across the street in the same building as the academic advising offices and Valencia College's hospitality and culinary school.

"When you look at great cities and innovation centers around the country, you see each one anchored by education. Universities drive new ideas and diverse talent, and create value in a community when they are embedded in the city," said Thad Seymour Jr., vice provost for UCF Downtown. "The downtown campus represents a vision for what we believe 21st-century urban education should look like, with new ways of

teaching, learning and connecting to the community."

SPA recently transitioned into the new College of Community Innovation and Education, which debuted on July 2. It includes academic units from the former College of Education and Human Performance and the former College of Health and Public Affairs, and will be the first college located at UCF Downtown.

SPA will pioneer the move, along with the departments of health management and informatics and legal studies. All three units will move next summer in time for the campus opening in fall 2019.

The move will put the school in closer proximity to local government, nonprofit organizations and other community partners.

"The new campus and the college will provide additional opportunities for collaboration for the school to serve UCF's mission of an urban-serving public research university," said SPA Director Naim Kapucu.



For more information
about UCF Downtown, visit
ucf.edu/downtown.

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2017-2018

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Publications

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Report of Gifts

The university, college and school greatly appreciate the generous financial contributions of donors to the programs within the School of Public Administration and the Center for Public and Nonprofit Management. Every gift makes an impact by bolstering programs, supporting students and faculty, and enhancing facilities.

All contributions to the School of Public Administration are managed through the UCF Foundation, the university's 501(c)(3) nonprofit organization, whose mission is to encourage, steward and celebrate charitable contributions from supporters to UCF.

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